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MEMORANDUM FOR:

SUBJECT : Executive Seminar - 7-12 February 1965

1. It is my pleasure to welcome you as a member of the Seminar for senior executives of the Agency, to be held at [REDACTED] 7-12 February 1965.

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2. The following information concerning the program is intended to anticipate likely questions. Should you desire additional data please contact the office of the Management Training Faculty [REDACTED] or [REDACTED] on extension 2348, or [REDACTED] extension 2326).

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3. Duration of the Seminar: You are requested to arrive at [REDACTED] between 1600 and 1630 on Sunday, 7 February 1965. Following a social hour and dinner the first Seminar session will begin at 1900. The program will conclude at approximately 1300 on Friday, 12 February 1965.

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4. Nature of the Seminar: The basic text for the Seminar is The Managerial Grid by Drs. R. R. Blake and J. S. Mouton. It sets forth a conceptual framework for examining leadership and managerial styles. In addition to emphasizing the effects of conflict, creativity, commitment and communication on productivity, the Seminar will deal with:

- Strategies for pooling resources when a team effort is required.
- Personal managerial styles.
- Understanding the managerial styles of others.
- Diagnosing problems which prevent effectiveness at the organizational level.

5. Seminar Leader: The Seminar will be conducted by [REDACTED] partner in [REDACTED] who holds a Top Secret clearance as an Agency consultant, has conducted our two previous Seminars of this type. A biographical note on [REDACTED] is attached.

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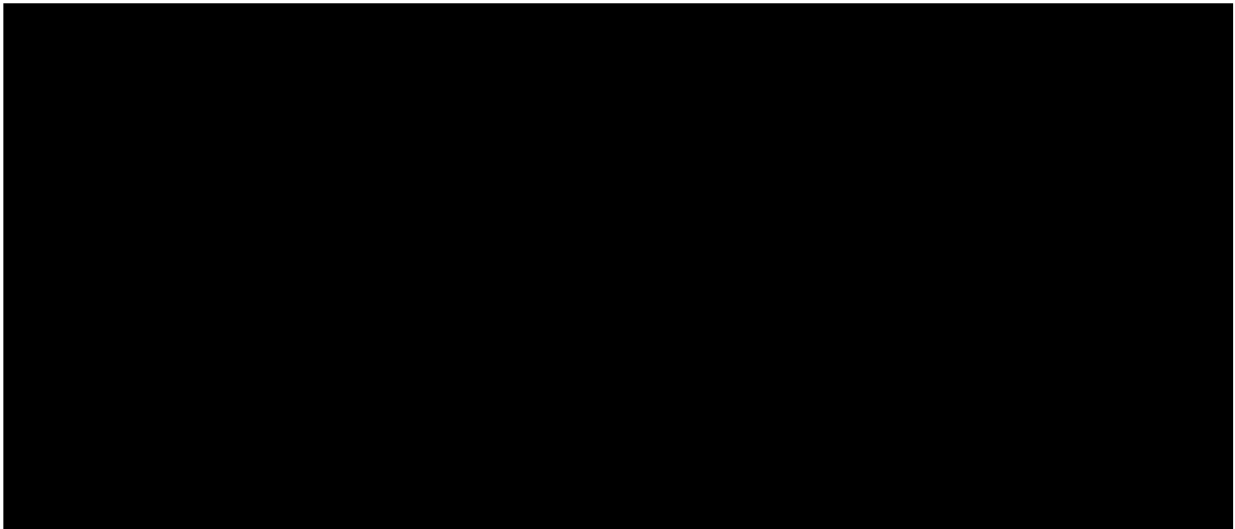
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6. Pre-work: There are two sets of pre-work to be accomplished by each participant before the Seminar begins. The first set requires about two or three hours to complete, and is attached herewith. Please complete the answer sheet for each booklet within five days and return the four answer sheets to the Management Training Faculty, Room 715, Broyhill Building. Retain the booklets and bring them with you to the Seminar. (Note: in the blue booklet, answer to the extent possible in terms of the entire Agency).

7. For security reasons, you are asked not to put your name on any of the material used in this Seminar regardless of instructions contained in the printed material. Instead, please put your identifying number, , on all answer sheets and other papers used in this Seminar.

8. As soon as your answer sheets are received by OTR, the second set of pre-work will be forwarded to you along with the textbook. This material will probably require at least fifteen hours of your time. The importance of completing all pre-work before the Seminar begins cannot be overstressed. The pace of activity during the week is such that there will be no time for catching up. Preparedness by each participant is essential to the success of the program.



12. Dress: Dress for the Seminar is informal. Conservative sport clothes (e.g. sport shirts and slacks) are appropriate.

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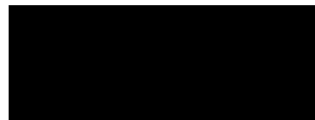
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13. Recreation: While scheduled activity permits little time for recreation, participants in previous seminars have managed to squeeze in an occasional swim (heated pool) or a brief workout in the gym. Use your own judgment in bringing swim trunks, sneakers, etc.

14. Miscellaneous: Meals and quarters are furnished in lieu of per diem. Towels and soap are provided. Cigarettes, cigars, and a limited stock of PX-type supplies are available.



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MATTHEW BAIRD
Director of Training

Attachments: As Stated Above

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